



The Pakistan Credit Rating Agency Limited

## Rating Report

### EXIDE Pakistan Limited

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#### Rating History

Dissemination Date	Long Term Rating	Short Term Rating	Outlook	Action	Rating Watch
30-Aug-2019	BBB	A3	Negative	Maintain	-
06-Mar-2019	BBB	A3	Negative	Downgrade	-
27-Dec-2018	A-	A2	Negative	Maintain	-
11-Jul-2018	A-	A2	Stable	Initial	-

#### Rating Rationale and Key Rating Drivers

The ratings reflect the squeeze in the profitability of the company - both at the gross and net level. This is an industry wide phenomenon. The competition is intense in the backdrop of reduced demand and high cost of doing business. With a considerable improvement in the power sector, demand of UPS batteries is diminishing. Decreased demand coupled with entry of new players has intensified the competition. Rationalization in the price - upward trend - is needed to ensure sustainability in future. Demand may positively benefit when CPEC related projects pick up. The big three players hold about ~75% of the market while the remaining is held by numerous smaller ones. Success is pivotal on maintaining market share. The sponsors have a good understanding of the business. After having a sizable dip in its gross margin in FY19, EXIDE was able to largely hold its GP margin. EXIDE's leveraging has peaked and the company does not intend to raise long term debt. Debt servicing capacity is deteriorated on the backdrop of eroded margins. EXIDE is a pioneer in the battery industry; it has a presence in Pakistan since 1968. Demand for batteries is generated through two segments (i) OEMs and (ii) replacement market.

The negative outlook captures the deteriorated business condition of the sector having negative impact on the players operating in this industry. The ratings are dependent on the revival of subdued business volumes and impacted profitability. Prolonged downturn amidst market oversupply can have a detrimental effect.

#### Disclosure

<b>Name of Rated Entity</b>	EXIDE Pakistan Limited
<b>Type of Relationship</b>	Solicited
<b>Purpose of the Rating</b>	Entity Rating
<b>Applicable Criteria</b>	PACRA_Methodology_Corporate_FY19(Jun-19),PACRA_Criteria_LT ST Relationship_FY19(Jun-19),PACRA_Criteria_Rating Modifiers_FY19(Jun-19)
<b>Related Research</b>	Sector Study   Batteries(Feb-19)
<b>Rating Analysts</b>	Muhammad Obaid   muhammad.obaid@pacra.com   +92-42-35869504

## Profile

**Legal Structure** EXIDE is a public limited company listed on Pakistan Stock Exchange.

**Background** EXIDE was incorporated in Pakistan in 1953 as a private limited company in association with Chloride Group PLC of United Kingdom. The company got listed on Pakistan stock Exchange in 1982. Hashwani group acquired the company in 1991.

**Operations** The principal business operation of the company is manufacturing batteries, chemicals and acid. The manufacturing facilities of the company are located at SITE and Hub Baluchistan while the facilities for chemical and acid are located at SITE and Bin Qasim Karachi.

## Ownership

**Ownership Structure** EXIDE is majority owned by the Hashwani Family (~75%) while the Financial Institutions and other companies own about ~20% with the general public holding ~5% of the company shares.

**Stability** Ownership structure of the company didn't change much in previous years and is expected to remain the same in coming periods.

**Business Acumen** Hashwani family is leading the company since 1991 and have strong understanding of the industry.

**Financial Strength** Financial strength of the sponsors is considered adequate.

## Governance

**Board Structure** The overall control of the company vests in the eight-member board of directors (BoD) including the CEO and CFO. The Chairman of the Board is Mr. Arif Hashwani from the sponsoring family and has been associated with the Board for over 26 years.

**Members' Profile** Board member's business acumen is considered strong because of their long association with the company and presence on board of other companies.

**Board Effectiveness** The board meetings are formally held with a detailed agenda shared with board members prior to the meeting. The attendance of the directors in board meetings is considered strong. Meeting minutes are also formally maintained.

**Financial Transparency** The board has two committees in place to oversee and assist the Board in company's operational and financial matters. These committees include: 1) Audit committee and 2) Human Resource & Remuneration Committee (HR&R). A. F. Ferguson & Co. Chartered Accountants has issued un-modified audit report for the latest annual year of the company.

## Management

**Organizational Structure** EXIDE has a multi-tiered organizational structure, divided into four key functions, namely (i) Finance, (ii) Sales, (iii) Plant Production, and (iv) Human Resource.

**Management Team** The CEO/MD, Mr. Arshad Shahzada, has a Bachelor of Engineering and has been associated with the company for 32 years. Mr. Shahzada is involved in all strategic and key business and financial decisions of the company. He is assisted by able management team.

**Effectiveness** Each department head is responsible for smooth functioning of their department and they meet Chief Financial Officer to discuss pertinent matters.

**MIS** EXIDE's core operating software is "SAP Enterprise ECC 6.0 EHP 5" implemented at head office, all manufacturing sites. Various modules have been implemented including Sales & Distribution, Materials Management, Production Planning, Financials, Controlling, and Human Resource Management.

**Control Environment** The principal business operation of the company is manufacturing batteries, chemicals and acid. The company deploys state-of-art technology for producing batteries while ensuring that the production processes comply with local and international standards.

## Business Risk

**Industry Dynamics** EXIDE, Atlas and Pakistan Accumulators (Volta & Osaka) are the three big players of industry While Daewoo with huge capacity is entering the game. The industry is facing over supply situation as the supply (60% from 40%) is more than demand and hence stiff competition amongst players coupled with offering discounts are impacting the margins. Whole UPS market is under pressure and the industry has negative outlook.

**Relative Position** EXIDE is one of the big players of the industry. The company is intending to retain its market share despite the deteriorating margins. Company is utilising full capacity of casting and pasting while fitting is utilised for only one shift.

**Revenues** The revenue of the company decreased by 23% in FY19 and stood at PKR 9,506mln (FY17: PKR 12,301mln). The revenue for 1QFY20 clocked at PKR 2,681mln.

**Margins** Declined revenue translated into declined profitability for the company. Strong competition and decreased prices due to higher discounts continue to possess a major challenge to the bottom-line of the company.

**Sustainability** Going forward, the management is planning to sustain its market share. If prices are increased from 10 to 15 % the company would be able to sustain its position.

## Financial Risk

**Working Capital** During 1QFY20 working capital lines of the company are fully utilised. The company relied on short term borrowings for its working capital management. The net working capital days of the company decreased and the short term trade leverage of the company declined by 52% during the period.

**Coverages** Due to the loss the coverages of the company decreased. The company posted the loss for 1QFY20 and hence the coverages are clocked in negative.

**Capitalization** At the end of 1QFY20 total borrowing of the company stood at PKR 3,811mln which is entirely short term. Equity of the company is gradually eroding. (1QFY20: PKR 3,554mln; 1QFY19: PKR 4,250mln)



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Financial Summary  
PKR mln

Exide Pakistan Limited Batteries	Jun-19 3M	Mar-19 12M	Mar-18 12M	Mar-17 12M
<b>A BALANCE SHEET</b>				
1 Non-Current Assets	1,512	1,555	1,671	1,478
2 Investments	-	-	-	-
3 Related Party Exposure	1	25	0	0
4 Current Assets	7,297	6,975	7,201	7,897
<i>a Inventories</i>	2,492	2,176	2,266	3,867
<i>b Trade Receivables</i>	2,709	3,566	3,147	2,332
5 Total Assets	8,810	8,556	8,872	9,376
6 Current Liabilities	1,139	1,270	1,420	1,992
<i>a Trade Payables</i>	500	558	329	631
7 Borrowings	3,811	3,200	2,850	3,150
8 Related Party Exposure	306	306	306	-
9 Non-Current Liabilities	-	-	10	3
10 Net Assets	3,554	3,781	4,287	4,231
11 Shareholders' Equity	3,554	3,781	4,287	4,231
<b>B INCOME STATEMENT</b>				
1 Sales	2,681	9,507	12,301	12,910
<i>a Cost of Good Sold</i>	(2,477)	(8,534)	(10,945)	(10,342)
2 Gross Profit	204	972	1,357	2,568
<i>a Operating Expenses</i>	(304)	(1,060)	(978)	(1,332)
3 Operating Profit	(100)	(88)	379	1,236
<i>a Non Operating Income or (Expense)</i>	(0)	(56)	(33)	(100)
4 Profit or (Loss) before Interest and Tax	(100)	(144)	346	1,135
<i>a Total Finance Cost</i>	(87)	(267)	(152)	(75)
<i>b Taxation</i>	(40)	(94)	(172)	(322)
6 Net Income Or (Loss)	(227)	(505)	22	739
<b>C CASH FLOW STATEMENT</b>				
<i>a Free Cash Flows from Operations (FCFO)</i>	(215)	(262)	117	979
<i>b Net Cash from Operating Activities before Working Capital Changes</i>	(302)	(480)	(16)	915
<i>c Changes in Working Capital</i>	426	(550)	152	(570)
1 Net Cash provided by Operating Activities	124	(1,029)	136	345
2 Net Cash (Used in) or Available From Investing Activities	(2)	(43)	(213)	(232)
3 Net Cash (Used in) or Available From Financing Activities	615	341	(93)	474
4 Net Cash generated or (Used) during the period	736	(731)	(170)	587
<b>D RATIO ANALYSIS</b>				
1 Performance				
<i>a Sales Growth (for the period)</i>	12.8%	-22.7%	-4.7%	10.4%
<i>b Gross Profit Margin</i>	7.6%	10.2%	11.0%	19.9%
<i>c Net Profit Margin</i>	-8.5%	-5.3%	0.2%	5.7%
<i>d Cash Conversion Efficiency (EBITDA/Sales)</i>	-2.2%	0.3%	4.1%	9.9%
<i>e Return on Equity (ROE)</i>	-24.8%	-12.5%	0.5%	18.9%
2 Working Capital Management				
<i>a Gross Working Capital (Average Days)</i>	186	214	172	162
<i>b Net Working Capital (Average Days)</i>	168	197	158	141
<i>c Current Ratio (Total Current Assets/Total Current Liabilities)</i>	6.4	5.5	5.1	4.0
3 Coverages				
<i>a EBITDA / Finance Cost</i>	-0.7	0.1	3.5	19.7
<i>b FCFO / Finance Cost+CMLTB+Excess STB</i>	-2.5	-1.0	0.8	15.1
<i>c Debt Payback (Total Borrowings+Excess STB) / (FCFO-Finance Cost)</i>	-0.3	-0.6	-12.0	0.0
4 Capital Structure (Total Debt/Total Debt+Equity)				
<i>a Total Borrowings / Total Borrowings+Equity</i>	53.7%	48.1%	42.4%	42.7%
<i>b Interest or Markup Payable (Days)</i>	0.0	115.1	0.0	0.0
<i>c Average Borrowing Rate</i>	9.1%	7.8%	4.5%	2.3%

## Credit Rating Scale & Definitions

Credit rating reflects forward-looking opinion on credit worthiness of underlying entity or instrument; more specifically it covers relative ability to honor financial obligations. The primary factor being captured on the rating scale is relative likelihood of default.

Long Term Ratings		Short Term Ratings	
<b>AAA</b>	<b>Highest credit quality.</b> Lowest expectation of credit risk. Indicate exceptionally strong capacity for timely payment of financial commitments	<b>A1+</b>	The highest capacity for timely repayment.
<b>AA+</b> <b>AA</b> <b>AA-</b>	<b>Very high credit quality.</b> Very low expectation of credit risk. Indicate very strong capacity for timely payment of financial commitments. This capacity is not significantly vulnerable to foreseeable events.	<b>A1</b>	A strong capacity for timely repayment.
<b>A+</b> <b>A</b> <b>A-</b>	<b>High credit quality.</b> Low expectation of credit risk. The capacity for timely payment of financial commitments is considered strong. This capacity may, nevertheless, be vulnerable to changes in circumstances or in economic conditions.	<b>A2</b>	A satisfactory capacity for timely repayment. This may be susceptible to adverse changes in business, economic, or financial conditions.
<b>BBB+</b> <b>BBB</b> <b>BBB-</b>	<b>Good credit quality.</b> Currently a low expectation of credit risk. The capacity for timely payment of financial commitments is considered adequate, but adverse changes in circumstances and in economic conditions are more likely to impair this capacity.	<b>A3</b>	An adequate capacity for timely repayment. Such capacity is susceptible to adverse changes in business, economic, or financial conditions.
<b>BB+</b> <b>BB</b> <b>BB-</b>	<b>Moderate risk.</b> Possibility of credit risk developing. There is a possibility of credit risk developing, particularly as a result of adverse economic or business changes over time; however, business or financial alternatives may be available to allow financial commitments to be met.	<b>B</b>	The capacity for timely repayment is more susceptible to adverse changes in business, economic, or financial conditions.
<b>B+</b> <b>B</b> <b>B-</b>	<b>High credit risk.</b> A limited margin of safety remains against credit risk. Financial commitments are currently being met; however, capacity for continued payment is contingent upon a sustained, favorable business and economic environment.	<b>C</b>	An inadequate capacity to ensure timely repayment.
<b>CCC</b> <b>CC</b> <b>C</b>	<b>Very high credit risk.</b> Substantial credit risk “CCC” Default is a real possibility. Capacity for meeting financial commitments is solely reliant upon sustained, favorable business or economic developments. “CC” Rating indicates that default of some kind appears probable. “C” Ratings signal imminent default.		
<b>D</b>	Obligations are currently in default.		



**Outlook (Stable, Positive, Negative, Developing)** Indicates the potential and direction of a rating over the intermediate term in response to trends in economic and/or fundamental business/financial conditions. It is not necessarily a precursor to a rating change. ‘Stable’ outlook means a rating is not likely to change. ‘Positive’ means it may be raised. ‘Negative’ means it may be lowered. Where the trends have conflicting elements, the outlook may be described as ‘Developing’.

**Rating Watch** Alerts to the possibility of a rating change subsequent to, or in anticipation of, a) some material identifiable event and/or b) deviation from expected trend. But it does not mean that a rating change is inevitable. A watch should be resolved within foreseeable future, but may continue if underlying circumstances are not settled. Rating Watch may accompany Outlook of the respective opinion.

**Suspension** It is not possible to update an opinion due to lack of requisite information. Opinion should be resumed in foreseeable future. However, if this does not happen within six (6) months, the rating should be considered withdrawn.

**Withdrawn** A rating is withdrawn on a) termination of rating mandate, b) cessation of underlying entity, c) the debt instrument is redeemed, d) the rating remains suspended for six months, e) the entity/issuer defaults, or/and f) PACRA finds it impractical to surveil the opinion due to lack of requisite information.

**Harmonization** A change in rating due to revision in applicable methodology or underlying scale.

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(1) Rating is just an opinion about the creditworthiness of the entity and does not constitute recommendation to buy, hold or sell any security of the entity rated or to buy, hold or sell the security rated, as the case may be | Chapter III; 14-3-(x)

### **2) Conflict of Interest**

- i. The Rating Team or any of their family members have no interest in this rating | Chapter III; 12-2-(j)
- ii. PACRA, the analysts involved in the rating process and members of its rating committee, and their family members, do not have any conflict of interest relating to the rating done by them | Chapter III; 12-2-(e) & (k)
- iii. The analyst is not a substantial shareholder of the customer being rated by PACRA [Annexure F; d-(ii)] Explanation: for the purpose of above clause, the term "family members" shall include only those family members who are dependent on the analyst and members of the rating committee

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- (5) PACRA does not make proposals or recommendations regarding the activities of rated entities that could impact a credit rating of entity subject to rating | Chapter III; 10-7-(k)

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- (6) PACRA fulfills its obligations in a fair, efficient, transparent and ethical manner and renders high standards of services in performing its functions and obligations; | Chapter III; 11-A-(a)
- (7) PACRA uses due care in preparation of this Rating Report. Our information has been obtained from sources we consider to be reliable but its accuracy or completeness is not guaranteed. PACRA does not, in every instance, independently verifies or validates information received in the rating process or in preparing this Rating Report.
- (8) PACRA prohibits its employees and analysts from soliciting money, gifts or favors from anyone with whom PACRA conducts business | Chapter III; 11-A-(q)
- (9) PACRA ensures before commencement of the rating process that an analyst or employee has not had a recent employment or other significant business or personal relationship with the rated entity that may cause or may be perceived as causing a conflict of interest; | Chapter III; 11-A-(r)
- (10) PACRA maintains principal of integrity in seeking rating business | Chapter III; 11-A-(u)
- (11) PACRA promptly investigates, in the event of a misconduct or a breach of the policies, procedures and controls, and takes appropriate steps to rectify any weaknesses to prevent any recurrence along with suitable punitive action against the responsible employee(s) | Chapter III; 11-B-(m)

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- (12) PACRA receives compensation from the entity being rated or any third party for the rating services it offers. The receipt of this compensation has no influence on PACRA's opinions or other analytical processes. In all instances, PACRA is committed to preserving the objectivity, integrity and independence of its ratings. Our relationship is governed by two distinct mandates i) rating mandate - signed with the entity being rated or issuer of the debt instrument, and fee mandate - signed with the payer, which can be different from the entity
- (13) PACRA does not provide consultancy/advisory services or other services to any of its customers or to any of its customers' associated companies and associated undertakings that is being rated or has been rated by it during the preceding three years unless it has adequate mechanism in place ensuring that provision of such services does not lead to a conflict of interest situation with its rating activities; | Chapter III; 12-2-(d)
- (14) PACRA discloses that no shareholder directly or indirectly holding 10% or more of the share capital of PACRA also holds directly or indirectly 10% or more of the share capital of the entity which is subject to rating or the entity which issued the instrument subject to rating by PACRA; | Reference Chapter III; 12-2-(f)
- (15) PACRA ensures that the rating assigned to an entity or instrument is not be affected by the existence of a business relationship between PACRA and the entity or any other party, or the non-existence of such a relationship | Chapter III; 12-2-(i)
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- (19) PACRA reviews all the outstanding ratings on semi-annual basis or as and when required by any creditor or upon the occurrence of such an event which requires to do so; | Chapter III | 18-(b)
- (20) PACRA initiates immediate review of the outstanding rating upon becoming aware of any information that may reasonably be expected to result in downgrading of the rating; | Chapter III | 18-(c)
- (21) PACRA engages with the issuer and the debt securities trustee, to remain updated on all information pertaining to the rating of the entity/instrument; | Chapter III | 18-(d)

### **Probability of Default**

(22) PACRA's Rating Scale reflects the expectation of credit risk. The highest rating has the lowest relative likelihood of default (i.e, probability). PACRA's transition studies capture the historical performance behavior of a specific rating notch. Transition behavior of the assigned rating can be obtained from PACRA's Transition Study available at our website. (www.pacra.com). However, actual transition of rating may not follow the pattern observed in the past | Chapter III | 14-(F-VII)

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